

STATE PERSONNEL BOARD STRATEGIC PLAN ACCOMPLISHMENTS 2007 TO 2012

The following are the State Personnel Board's (SPB) accomplishments from 2007 through 2012.

Goal

Identify Process
Improvements for
the Department

- Eliminated the 8000-case appeals backlog within five years through a series of improvements:
 - Appointed a Chief Administrative Law Judge (ALJ) to manage the Appeals Division, and a Presiding ALJ to supervise the ALJs and the support staff.
 - Leveraged technology to track cases, ALJ time, billing, calendaring, filing, document management, notifications and decision templates, creating efficiencies and consistency.
 - Established and implemented prehearing/settlement conferences, resulting in the early resolution of 50-75% of disciplinary appeals and allowing non-settled cases to be scheduled for a single block of days for hearing.
 - Adopted a calendaring system for evidentiary hearings to ensure that all matters will be started and concluded in a timely manner. As a result, all hearings are conducted on consecutive days resulting in an efficient and timely hearing process.
 - Developed a law and motion calendar, providing consistency and certainty in hearing dates and removed the ability of the parties and/or the assigned ALJ to unilaterally continue hearings.
 - Eliminated the ALJ practice of "Decision-Writing" Fridays, allowing for hearings to be conducted five days per week.
 - Regionalized hearing locations, reducing the time and cost of travel for the ALJs, departments, and agencies.

Goal

- With the regionalization of all hearings, matters were double and triple set so that ALJ time would continue be utilized to conduct a hearing even though some matters would settle at the last minute. Parties are required to be prepared and ready to proceed.
 - Reengineered the hearing process to make it more efficient, codified those changes in regulation, and trained department and employee representatives on those changes. Conducted a one-year anniversary review of the changes with stakeholders to solicit suggestions for improvements.
 - Developed, updated and posted resources for appellants and departments, such as the “Appeals Resource Manual.”
 - Procured technology and implemented video-conference hearings, reducing the time, and cost of travel for the ALJs, parties and witnesses.
 - Prioritized appeals involving dismissals in order to reduce potential back pay awards resulting from Board revocation or modification.
 - Established an ALJ training program and a peer review process for proposed decisions, significantly improving the quality of the decisions.
 - Adopted regulations allowing SPB to more effectively charge for merit appeals.
 - Developed online exams for over 100 classifications allowing anyone with access to a personal computer and the internet to participate in state exams 24 hours a day, 7 days a week (24/7). In 2008, there were only 8 online exams.*
- Meet the State’s
Hiring Needs

Goal

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| <ul style="list-style-type: none">• Established service-wide exams, previously only offered on a limited or promotional basis, to the general public available 24/7, expanding the pool of candidates eligible for hire or promotion. Today 14 exams that previously were limited to current state employees on a promotional basis are now open to outside recruitment, allowing the state to tap into private sector talent as well as reward talent from inside state service. New open service-wide exams include analytical, supervisorial, managerial, information technology, and legal classifications.* | Meet the State's Hiring Needs |
| <ul style="list-style-type: none">• Formed a stakeholder task force to assess online examinations and make recommendations for improvements.* | Meet Stakeholders' Needs |
| <ul style="list-style-type: none">• Streamlined the civil service examination process by implementing and adopting a pilot project to test the effectiveness of a three rank eligibility list, where all those who pass the exam become reachable, producing a higher quality and quantity of candidates eligible for hire in a shorter period of time. | Meet the State's Hiring Needs |
| <ul style="list-style-type: none">• Worked with Technology Agency to assemble a project team to improve the automated examination and certification system to better meets the needs of state job seekers and hiring departments.* | Meet Stakeholders' Needs |
| <ul style="list-style-type: none">• Established a blog to update departments on the progress of the automated examination and certification system and provide a forum for departments to share transitional issues. In addition, provided departments training on both the current system and transitional system.* | Meet Stakeholders' Needs |
| <ul style="list-style-type: none">• Automated the reemployment list process, reducing staff time spent on manual data entry.* | Meet Stakeholders' Needs |

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| <ul style="list-style-type: none">• Convened a task force to re-engineer the state's centralized examination and vacancy portal to better meet the needs of job seekers. Launched the new site after receiving positive feedback on the prototype from departments, employee organizations, and job seekers.* | Meet the State's Hiring Needs |
| <ul style="list-style-type: none">• Executive Officer served on the Governor's Committee for the Employment of Persons with Disabilities.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Partnered with the Department of Rehabilitation and others to develop the California Model Employer Initiative to improve the current employment process for persons with disabilities.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Served as an active member of the Statewide Disability Advisory Committee (SDAC).* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Appointed a Civil Rights Officer with extensive Equal Employment Opportunity (EEO) background to manage the Civil Rights Office.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Developed and issued guidance to departments on the role and responsibilities of the departmental EEO Officer.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Developed and posted guides and tools for EEO Officers on the SPB's website and established a civil rights email box to address EEO inquiries.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Formed a task force to create tools to measure the effectiveness of departments' EEO programs.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Improved departments' ability to monitor the disabled representation in their workforce by creating an anonymous, automated disability online survey tool.* | Identify Process Improvements for the Department |

	<u>Goal</u>
<ul style="list-style-type: none"> • Conducted informational sessions on how to have an effective disabled advisory committee.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> • Hosted the SDAC webpage.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> • Co-hosted and presented at various events promoting the employment of persons with disabilities.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> • Partnered with the Employment Development Department to provide better access to job seekers for state jobs.* 	Provide Leadership to Ensure a Qualified Workforce
<ul style="list-style-type: none"> • Developed a reasonable accommodation tool to guide departments in developing or revising their own reasonable accommodation programs.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> • Developed a braille version of the Staff Services Analyst exam to make the entry-level professional analytical classification accessible to the vision-impaired.* 	Meet the State's Hiring Needs
<ul style="list-style-type: none"> • Made programmatic improvements to the Limited Examination and Appointment Program (LEAP), increasing the number and level of LEAP examinations available to persons with disabilities.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> • Partnered with others to develop LEAP tools and training and produced two informational videos to promote the LEAP program among hiring managers and job seekers.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> • Created marketing materials promoting the use of the LEAP program.* 	Identify Process Improvements for the Department

	<u>Goal</u>
<ul style="list-style-type: none"> Restructured the call center by increasing staffing and upgrading automation, improving the ability to handle 75,000 calls per year.* 	Meet the State's Hiring Needs
<ul style="list-style-type: none"> Expanded the service center's staffed hours from 12:00 p.m. to 1:00 p.m. to 8:00 a.m. to 5:00 p.m. to provide more personal assistance to individuals seeking state employment.* 	Meet the State's Hiring Needs
<ul style="list-style-type: none"> Held stakeholder focus groups to identify customer needs and solicit recommendations for improvements. 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> Held quarterly stakeholders meetings to report on the SPB's accomplishments and solicit feedback. 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> Established a presence at monthly human resource forums including the Ad Hoc Committee on Personnel, the Exam Supervisors' Forum, and the California Civil Rights Officers' Council to improve communication with stakeholders. 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> Increased access and transparency by video streaming Board meetings.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Streamlined and simplified rules for civil service appointments by providing more flexibility in transferring list eligibility and using appropriate lists. 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> Developed a CEA manual for departments.* 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> Simplified the CEA approval process by eliminating duplicative and unnecessary processes. 	Meet Stakeholders' Needs

	<u>Goal</u>
<ul style="list-style-type: none"> Expanded Career Executive Assignment (CEA) eligibility to include retirees, providing departments with a pool of seasoned leaders and experts. 	Meet the State's Hiring Needs
<ul style="list-style-type: none"> Created training curriculum for human resources professionals, including a selection analyst academy, equal employment opportunity officer series, a test validation and construction series, supervisory training, an upward mobility series, and training on CEA and Exempt reinstatement rights. Also focused on updating and improving existing training courses.* 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> Implemented the Learn, Apply, Build monthly training series and conducted Test Talk seminars to enhance the knowledge of state testing professional.* 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> Instituted lunchtime seminars on "How to Get State Job" and "The Limited Examination and Appointment Program (LEAP)" for job seekers.* 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> Eliminated the training course invoice fee for departments.* 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> Published a job analysis manual.* 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> Developed and posted assessment and examination tools (i.e., Knowledge, Skills, and Abilities (KSA) development, Minimum Qualifications (MQ) review, and interview question bank, etc.) and provided training for various departments to assist with their hiring needs.* 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> Created a more effective language survey and implementation plan resource to assist departments in identifying the language needs of the public they serve. As a result, SPB improved the quality of its mandated report.* 	Identify Process Improvements for the Department

	<u>Goal</u>
<ul style="list-style-type: none"> • Reengineered the workforce analysis reporting process to more effectively align the data gathering process with the report due date.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> • Redesigned the SPB website to make it more user-friendly and added enhanced search functionality for precedential decisions and contract decisions.* 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> • Developed a Staff Services Analyst transfer exam guide.* 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> • Marketed the Attorney classification to California law schools.* 	Meet the State's Hiring Needs
<ul style="list-style-type: none"> • In partnership with the Board of Equalization, launched the Student Internship Program Guide to assist departments in designing and implementing a student internship program within their organizations. 	Meet the State's Hiring Needs
<ul style="list-style-type: none"> • Partnered in the creation and maintenance of the state's retired annuitant recruitment website.* 	Meet the State's Hiring Needs
<ul style="list-style-type: none"> • Developed a YouTube recruitment video and distributed it to colleges and universities to increase recruitment opportunities.* 	Meet the State's Hiring Needs
<ul style="list-style-type: none"> • Established the SPB's presence on Facebook and Twitter as a recruitment tool.* 	Meet the State's Hiring Needs
<ul style="list-style-type: none"> • Executive Officer served as a member of the governing board for the State Controller's MyCalPAYS project. 	Provide Leadership to Ensure a Qualified Workforce

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| <ul style="list-style-type: none">Established monthly meetings with the counties to address concerns regarding the local merit system services program. Formed committees comprised of SPB, Cooperative Personnel Services, Human Resource Consulting (CPS HR Consulting), and county representatives to develop action plans to resolve specific issues related to the program.* | Provide Leadership to Ensure a Qualified Workforce |
| <ul style="list-style-type: none">Restructured the mediation program by utilizing the services of the University of California, Davis, and California State University, Sacramento, resulting in an annual savings of \$300,000.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">Enhanced the interpreter program by partnering with the courts to use their list at no cost, saving \$200,000 annually and increasing the interpreter pool.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">Implemented a new annual renewal process for certified interpreters saving \$2,000 per year in staff time and supplies.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">Developed and posted a directory of certified interpreters by geographic location for use by departments.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">Initiated the drafting of interpreter program regulations.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">Streamlined the psychological screening process and staffing model, resulting in a more efficient system.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">Eliminated contract psychologists and hired civil servants in order to comply with Government Code section 19130.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">Automated the psychological screening scheduling, case tracking, and billing process, creating efficiencies and resource savings.* | Identify Process Improvements for the Department |

	<u>Goal</u>
<ul style="list-style-type: none"> Implemented a psychological screening dispute resolution process, allowing for more cases to be resolved earlier in the process.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Updated the psychological screening procedure manual.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Developed alcohol consumption guidelines for psychological screening.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Developed and provided proctor training for departmental staff administering psychological testing to peace officer candidates.* 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> Developed an automated database for the Medical Office to increase efficiency.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Conducted a review of the medical office program and implemented changes that enhanced oversight and accountability.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Developed a medical office desk manual.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Revised the state application to eliminate questions related to misdemeanor or felony information. In addition, guidance was provided to departments the correct method for soliciting this information when required.* 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> Redesigned and streamlined the agenda and board materials processes, improving the quality of the board binder materials. 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Developed a desk manual for the Board secretariat function. 	Identify Process Improvements for the Department

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| <ul style="list-style-type: none">• Initiated a job analysis to update the bilingual fluency exam.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Enhanced its leadership role in improving the employment of persons with disabilities by consistently exceeding parity in the employment of persons with disabilities in state service, and being recognized as the state employer with the highest percentage of employees with disabilities in 2010. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Assembled a new executive team to lead the process changes necessary to improve the SPB's quality of service. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Developed a strategic plan and implemented a progress and performance monitoring system for the strategic plan. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Established open communication with departments and employee organizations to solicit their suggestions and address issues. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Flattened the organization by eliminating the Assistant Executive Officer and the Assistant Division Chief level of each division and downgraded other managerial and supervisory classes as attrition occurred. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Addressed long-standing employee behavior problems to improve integrity, quality and quantity of production, and employee morale. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Implemented standards for staff to improve customer service and communication. Provided customer service training to all staff. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Professionalized and standardized reports and documents to improve the quality of the SPB's products. | Identify Process Improvements for the Department |

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| <ul style="list-style-type: none">Established and promoted SPB's disabled advisory committee to advise the Executive Officer on the SPB's employment policies and practices and the delivery of SPB's services to the public. The committee has also been involved in numerous events promoting the hiring of persons with disabilities.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">Conducted all staff meetings on a quarterly basis to update staff on SPB activities, recognize accomplishments, share future plans, and provide an opportunity for staff to engage directly with the Executive Team. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">Established a team building committee that planned and organized employee events. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">Established an exit survey and interview system with all departing staff to solicit input for improvements. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">Improved the quality and timeliness of SPB's mandated reports. In addition, developed and provided online training and additional tools for departments to report data for inclusion in the mandated reports. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">Sought various budget change proposals to obtain additional resources with varying results. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">Planned for and implemented various budget reductions and furlough programs. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">Developed a tracking system for media and public records act requests and responses to ensure consistency and timeliness. | Identify Process Improvements for the Department |

	<u>Goal</u>
<ul style="list-style-type: none"> Established emergency evacuation procedures, evacuation roles and responsibilities, and regular evacuation drills.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Developed operational recovery and continuity of operations plans.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Established information security practices and staff training.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Developed a process to ensure that mandated training be actively tracked and reported.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Implemented a tracking system to ensure employee probation reports and annual performance reviews were completely timely.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Provided supervisors and managers training on supervising and motivating employees and how to provide effective performance reviews.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Developed and implemented a new employee orientation program.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Developed workforce and succession plans for the SPB.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Implemented improvements in billing, collections, reimbursement forecasting, contracting and procurement practices, building security, and control of fixed assets.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Developed administrative policies to ensure compliance with current laws and rules, and posted them on the intranet so that employees could access them.* 	C Identify Process Improvements for the Department

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| <ul style="list-style-type: none">• Surveyed stakeholders and converted the distribution of board materials and pinkies from a paper to an electronic process saving \$30,000 annually in staff time and operating costs. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Standardized telephone equipment.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Eliminated underutilized and non-critical blackberries, air cards, and phone lines saving \$33,000 annually. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Made facilities improvements to the SPB headquarters to better meet the SPB's operational needs, present a more professional appearance to the public, and improve employee morale.* | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Opened hearing offices in Fresno and Rancho Cucamonga to meet caseload needs and regionalize hearings. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Implemented records retention guidelines, eliminating large volumes of unnecessary paper files stored in boxes throughout the SPB's headquarters, allowing for better space utilization and a better working environment for staff. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Improved security of building access at SPB headquarters to ensure the security of board members, staff, and confidential information. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Upgraded the quality of equipment and software used by staff in order to increase production, enhance information security, and improve employee morale. | Identify Process Improvements for the Department |
| <ul style="list-style-type: none">• Participated in the MyCalPAYS pilot.* | Identify Process Improvements for the Department |

	<u>Goal</u>
<ul style="list-style-type: none"> Recognized by Department of General Services for our use of small business and disabled veteran procurements.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Developed an IT energy reduction plan, resulting in an estimated annual savings of 21,000 kwh of energy.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Negotiated new software, copier, and scanner maintenance agreements, resulting in a savings of \$91,000 annually.* 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Redesigned the intranet website for SPB employees.* 	Meet Stakeholders' Needs
<ul style="list-style-type: none"> Created a new SPB logo. 	Identify Process Improvements for the Department
<ul style="list-style-type: none"> Merged the SPB's day-to-day personnel management functions with the entire Department of Personnel Administration (DPA) to create the new California Human Resources Department (CalHR). Activities included: <ul style="list-style-type: none"> Provided testimony at the Little Hoover Commission, Legislative Hearings, and stakeholder forums. Modified current legislation. Developed performance metrics for the SPB programs. Negotiated for and gained new auditing and policy functions through the merger. Designed the SPB's post-merger budget. Guided staff through the change process. 	Provide Leadership to Ensure a Qualified Workforce

Goal

- Coordinated the logistics of staffing moves and restacked the SPB headquarters.
- Co-hosted the new CalHR/SPB launch event in support of the Governor's Reorganization Plan Number One and to provide departments information on the appeals process and the new compliance review function.
- Defined the new Compliance Review Division's role and responsibilities. Identify Process Improvements for the Department
- Recruited, selected, and hired compliance review staff. Identify Process Improvements for the Department
- Developed standardized compliance review tools. Identify Process Improvements for the Department
- Initiated first year of compliance reviews. Identify Process Improvements for the Department
- Defined the new Policy Division's role and responsibilities. Identify Process Improvements for the Department
- Recruited, selected, and hired policy staff. Identify Process Improvements for the Department
- Indexed 1,600 policy directives known as "pinkies" dating back to 1960. Identify Process Improvements for the Department
- Created a project inventory outlining the laws, rules, pinkies, and manual sections applicable to each topic area. Identify Process Improvements for the Department

Goal

- Developed a project charter for stakeholder work groups to assist SPB in redesigning the civil service system.

Identify Process Improvements for the Department

* Responsibility moved to CalHR pursuant to the Governor's Reorganization Plan 1 of 2011.